



STATE OF HAWAII
DEPARTMENT OF HUMAN SERVICES
BENEFIT, EMPLOYMENT AND SUPPORT SERVICES DIVISION

**THE DEMISE OF CASE MANAGEMENT AND
OUR JOURNEY TO PROCESS/TASK
MANAGEMENT**

Sacramento, September 5-6, 2012

OVERVIEW

- What motivated Hawai'i to make the change?
- How did Hawai'i lead the change?
- How did Hawai'i overcome resistance to change?
- What tools did Hawai'i use to facilitate the change?
- What measurable outcomes did Hawai'i achieve to evaluate the value of the change?

MOTIVATION

- Increase in SNAP and Financial Assistance Applications
- Vacancy Freezes and Reduction in Force (RIF)
- Severe Economic Downturn
- Increase in Staff Workloads and Decrease in Resources
- Outdated Business Processes
- Limited and Unstable Technology
- Decrease in Timeliness in Issuance of Benefits

MOTIVATION- continued

- Multiple categories of food, cash and medical assistance resulting in multitasking and complexity of job
- Customer service frustrations
 - Multiple phone calls
 - Wait times for application processing
 - Complaints
- Staff wanted to serve their customers, but were stuck in a dysfunctional system
 - Constant interruptions
 - Inability to finish work
 - Pressure of unfinished work – LARGE BACKLOGS

MOTIVATION - continued

- Federal regulations require states to issue benefits within
 - 7 days from the date of application in SNAP expedited cases
 - Within 30 days in regular SNAP cases
- Timeliness rates prior to September 2011 were:
 - Maui: 29% Hilo: 72% Kona: 59%
 - Kauai: 80% Oahu: 66%
- Timeliness Class Action Lawsuit-Federal Court Order
 - Must comply with 95% timeliness rate by December 31, 2012

EPOD: DEPARTMENT'S INITIAL RESPONSE

- In January 2010 DHS proposed to establish the Eligibility Processing and Operations Division (EPOD) within DHS:
 - Two centralized eligibility determination centers, one each on Oahu and Hilo
 - Close offices on Kauai, Maui, Molokai, Lanai and Kona
 - Conduct all business via phone, fax and mail

FAILURE OF EPOD

- It was a top-down effort
- Staff at different levels were not consulted
- Employees union was not consulted
- Community was not in favor of closing front line offices on their islands
- No plan to address the large backlog
- There was no transition planning to prepare staff and clients
- FNS and ACF were concerned about access to benefits and services
- April 2010, Hawaii Legislature enacted a law (Act 67) to stop EPOD

RESISTENCE TO CHANGE

- Fear or risk of change is seen as greater than the risk of standing still
- Changes to routine
- No role models for the new activity
- Overwhelmed or fatigued
- Threatens their notion of themselves
- Not being consulted (e.g., employees union)
- Low trust
- Misunderstanding the need for change
- Lack of communication

LEADING THE CHANGE

- May 2010, BESSD sought and received approval from the Director to pursue efforts to redesign its own eligibility process
- Engaged federal partners, e.g. FNS, ACF, CMS
- Learnt from fellow states, cities and counties efforts on similar issues

LEADING THE CHANGE - cont.

- August 2010, Appointment of the BPR Steering Committee
- Leadership must set the tone
- Teams must know and feel they are being supported
- Clearly establish goals and objectives
- Involve key players (policy, IT, training, QA, union, partner agencies & legal)
- Transparency (keep all stakeholders informed)

LEADING THE CHANGE

- Continual evaluation of the project
- Communicate clearly, effectively and often
- Remove road blocks & pave the way for teams
- Approve team recommendations
- Own the implementation
- Phased implementation
- Eliminate the backlog

BUSINESS PROCESS REENGINEERING PLAN

- **Key Goals and Objectives**
 - Create Capacity
 - Improve Timeliness
 - Improve Accuracy
 - Increase Program Participation
 - Increase Client Satisfaction

BUSINESS PROCESS

REENGINEERING PLAN - cont.

- **Key Guiding Principles**

- **Customers Have Different Needs** (one size does not fit all)
 - Triaging lobby traffic and interviews
- **Eliminate Repeat Visits** (Same Day Processing of Applications)
 - First Contact Resolution
 - On-demand interviews and processing
- **Reduce Rework**
 - Consistent tools and standard practices
- **Real-time Data and Resource Management**
 - Process Measures
 - Fluid staff assignments

BUSINESS PROCESS REENGINEERING PLAN – cont.

- **Key Elements of New Business Process Design**
 - Intake of new applications
 - Maintenance of on-going cases
 - Pending cases/document verification
 - Monitoring of business process
 - Policy changes
 - Information technology support
- Established Sub-Committees to address these six elements
- Unanimous Decision to Address and Eliminate Backlog of Cases
- Engage a consultant to help draft and implement the new task based process

NEW BUSINESS PROCESS AND TOOLS

- Consistent process management model Statewide (starting with the island of Maui)
- Eliminated backlog of applications
- Same day service
- Standardized interviews through the use of interview scripts
- Standardized case narratives through the use of documentation templates
- Consistent verification practices and approach

NEW BUSINESS PROCESS AND TOOLS - continued

- New and improved procedural handbook and additional desk aids
- Allowed eligibility workers to perform case registration
- Developed and implemented Client Flow/Workload Tracker to assist with the work flow management on a daily basis
- Developed and implemented a file control plan
- Auto-generated Simplified Recertification Forms
- Developed a system generated appointment letter

BPR TRACKER TOOL

- Excel spreadsheet tool obtained from New Mexico and modified for Hawaii.
- Each processing center has a copy for their own work recording, assigning, and monitoring.
- Network shared among 5 users maximum per center.
- Used daily to record applications received, and work received for a case.
- Captures worker assignments, type of work assigned, and the amount of time to complete the work.
- Separates the work between office walk-ins (Lobby), and work received through mail or fax (Ready to Work).
- Allows for real time tracking of work by case, and overall unit, in the absence of automation.

MEASUREABLE OUTCOMES

- We went live on **Maui** in early November 2011
 - Prior to implementation of BPR in Maui, the Maui Section's SNAP timeliness rate was 29.1%
 - After one month (December 2011) of implementation of BPR , Maui's timeliness rate jumped to 42%
 - Currently Maui's **timeliness** is averaging (last four months) at **96%**
- **East Hawaii (Hilo)** implemented in November 2011
 - Prior to implementation of BPR in Hilo, the East Hawaii Section's SNAP timeliness rate was 72%
 - After one month (December 2011) of implementation of BPR , East Hawaii's timeliness rate jumped to 87%
 - Currently East Hawaii's **timeliness** is averaging (last four months) at **98%**

MEASUREABLE OUTCOMES - continued

- Implemented BPR on Oahu at following locations:
 - Prior to implementation of BPR, timeliness on Oahu ranged from 66-76%
 - **Kapolei Processing Center** in January 2012 (**96%** timely)
 - **OR&L Processing Center** in March 2012 (**75%** timely)
 - **Pohulani Processing Center** in March 2012 (**89%** timely)
 - **Kuhio Park Terrace Processing Center** in June 2012 (**96%** timely)
 - **Waipahu Processing Center** in July 2012 (**95%** timely)

MEASUREABLE OUTCOMES - continued

- **Kauai** was implemented in May 2012
 - Prior to implementation of BPR in Kauai, the Kauai Section's SNAP timeliness rate was 80%
 - Currently Kauai's **timeliness** is averaging (last three months) at **96%**
- **Statewide timeliness rate is 90.1% and increasing**
- We are in a planning phase for the remaining two processing centers on Oahu and one in West Hawaii (Kona)

NEXT STEPS FOR HAWAI'I

- Limit EBT replacements
- Automate the Tracker (using Sharepoint or similar platform)
- Document Imaging and Content Management
- Leverage Medicaid Eligibility System to include TANF and SNAP by December 31, 2015

WHERE/HOW TO START?

- Assess where you are at? What's your pain?
 - Payment accuracy
 - Are customers happy with timeliness or invalid denials?
 - Is FNS happy with outcomes?
 - Worker status, attitude, & culture
 - Leadership
 - Are we currently managing cases or processes?
 - Define what our output or product is
 - Are we binding a customers ability to feed their family to one worker's availability?
- Don't let the lack of technology or technology funding stop you
- Operations Matter! – you will either automate the right business processes or you will enhance your current technology
- Identify business processes
- Set up the governance and team structure



THANK YOU!

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